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FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PROCEDURE MANUAL



Office of
Francophone
Affairs
Ontario



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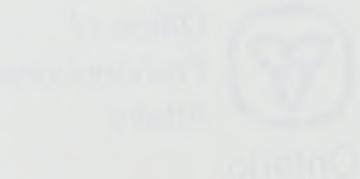


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FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PROCEDURE

INTRODUCTION

Bill 8, An act to provide for French Language Services in the Government of Ontario, was introduced in the Legislature on May 1, 1986 by the Honourable Bernard Grandmaître, Minister responsible for Francophone Affairs and received Royal Assent on November 18, 1986. The short title of the Act is the **French Language Services Act, 1986**.

The French Language Services Act GUARANTEES to all persons and corporate entities the right to communicate with the government and to receive services in French.

This guarantee comes into effect THREE YEARS after the Act received Royal Assent and applies to the head offices of all ministries, agencies, boards and commissions, and institutions of the Legislature. It also applies to offices of ministries, agencies and the Legislature located in designated areas named in the schedule to the Act, and to regional/field offices which serve designated areas even though those offices themselves are not situated in a designated area.

All services to the public covered by the Act, whether internally called a service or a program, must be in place by November 18, 1989



1. SERVICES

The French Language Services Act defines SERVICE as "any service or procedure that is provided to the public by a government agency or institution of the Legislature and includes all communications for that purpose". Services are provided through the following:

1. ORAL COMMUNICATIONS

- 1.1 — telephone
- 1.2 — over-the-counter
- 1.3 — in person (interviews, visits, meetings)

2. WRITTEN COMMUNICATIONS — CORRESPONDENCE:

- 2.1 — drafting
- 2.2 — typing
- 2.3 — approval

3. SIGNS AND PUBLIC NOTICES

- 3.1 — interior (desk, counter, door, wall, etc.)
- 3.2 — exterior (government buildings and other facilities, projects, temporary facilities, exhibitions, vehicles and highways, plaques, etc.)
- 3.3 — uniforms and I.D. badges
- 3.4 — calling cards (for appropriate staff)

4. FORMS AND DOCUMENTS

- 4.1 — stationery
- 4.2 — all forms used for identification, certification, application, etc. (e.g. licences, certificates, jobs and grants applications, etc.)
- 4.3 — any document for use with the public

5. INFORMATION SERVICES

- 5.1 — news releases, speeches and statements
- 5.2 — media liaison services
- 5.3 — publications intended for public distribution including Commission and Task Force reports
- 5.4 — publications intended for specific groups (e.g. professional, business, non-profit associations, etc.)
- 5.5 — advertisements (ministry services, programs, tender ads, notices, telephone listings, etc.)
- 5.6 — promotional materials (e.g. information kits, posters, buttons, banners, etc.)
- 5.7 — audio-visual material (e.g. slide presentations, films, broadcasts, etc.)
- 5.8 — exhibits and displays

6. HEARINGS

- 6.1 — presence of French-speaking members on boards
- 6.2 — simultaneous interpretation

7. HUMAN RESOURCES PLANNING

- 7.1 — hiring process (including evaluation and interviews)
- 7.2 — language training and upgrading
- 7.3 — skills development in French

8. SUPPLIES AND EQUIPMENT

- 8.1 — word processors
- 8.2 — typewriters with French keyboards and elements
- 8.3 — software
- 8.4 — other office equipment
- 8.5 — dictionaries and reference documents

Managers will, with the cooperation of their French language services coordinators, review the specific services offered within their areas of responsibility and determine what additional human and financial resources are necessary to ensure that those services are provided in French. The concept of pro-active provision of service will be of importance to the French Language Services Commission as it reviews the ministries' services and their implementation plans under Section 15(3) of the Act.

For instance, as soon as a unit or branch is in a position to offer its services in French, whether this occurs at the end of the three year period or before, it should make that fact known to its clients. This can be done by using bilingual telephone greetings, displaying counter plaques in both English and French, ensuring that telephone listings and boards giving direction are in both languages, etc.

Questions of interpretation arising out of the determination of appropriate service levels will be referred to the Office of Francophone Affairs.

As a general guideline, a brief definition of the basic requirements of service is given below.

On the telephone

Service in French on the telephone means that the person answering must be able to understand the request of the caller, to take down the required information, to give an appropriate response, and to relay messages correctly. Receptionists must also be able to receive and direct visitors, and answer routine questions in French. A guide will be prepared by the Human Resources Secretariat to ensure consistency of bilingual greetings over the phone throughout the government.

Over the counter

For service in French to be adequate, **at least** one of the staff serving at the counter must be able to perform all duties of the position in French. All printed materials used or distributed at the counter must be available in French, and the counter must bear a sign indicating that services are available in both English and French. If only one of the counter staff can provide service in French, arrangements must be made for another French speaking staff member in the office to be on call during the breaks, sick leave and vacation time of the counter staff person who usually provides services in French.

In person

In every program where clients and suppliers pay personal visits to the officers handling their requests or files, as well as where officers visit those whose requests or files they handle, there must be **at least** one officer able to perform all the duties of the position in French, including consultation, interviews/meetings and correspondence. Communications Branches must also have **at least** one senior French language communicator as well as a support person with superior knowledge of spoken and written French.

Because of the written communications aspect of the work, each program must also have on staff at least one typist/word processing operator who can type correctly in French and one person able to approve draft correspondence in French. Of those persons, at least one must possess superior knowledge of French grammar and spelling. The responsibility of those employees is to give service. Should the need for translation arise, the policy found in the Management Board of Cabinet Directives will be followed.

Translation which ministries may purchase directly should be purchased only from persons or agencies which are members of the Association of Translators and Interpreters of Ontario, the Société des Traducteurs du Québec or another Canadian translators' association, or whose names appear on the list which will be developed by the Ministry of Government Services. The Office of Francophone Affairs will issue a specific directive to that effect at a later date.

The policy regarding correspondence remains that any correspondence received in French by a government office (whether in a designated area or not) must be answered in French.

Multiple Offices

Only in cases where a ministry or Crown agency has several offices offering the same service in an area can a ministry apply to Cabinet to have one or more of those offices designated to give its services in French. When such applications are appropriate in order to avoid costly and unnecessary duplication of service, it must be ascertained that the francophone public will have reasonable access to the chosen office. For example, the Ministry of Transportation and Communications offers testing services for drivers' licenses in French at its Scarborough office. Given that the applicants are generally driven to the testing centre, its location is appropriate for all Metro residents. On the other hand, should the Ministry of Correctional Services wish to designate specific locations for parole and probation services in French, it would have to take into account the fact that all parolees do not drive to their interviews and that the interviews are compulsory at certain times and dates. In that case, one office for the Metro area would not likely be considered sufficient.

When a ministry wishes to have one or more such office designated it will:

- Inform the Office of Francophone Affairs of its intention to do so.
- Prepare a report indicating which office or offices have been chosen, why and how it has been ascertained that the francophone population will be adequately served.
- Transmit the report to the Office of Francophone Affairs which will then work with the ministry on the preparation of the submission to Cabinet for the signature of both the line minister and the Minister responsible for Francophone Affairs.

Exemptions

The French Language Services Act states that:

8.- (1) The Lieutenant Governor in Council may make regulations . . .

(d) exempting services from the application of sections 2 and 5 where, in the opinion of the Lieutenant Governor in Council, it is reasonable and necessary to do so, and where the exemption does not derogate from the general purpose and intent of this Act.

and

10.-(1) This section applies to a regulation,

(a) exempting a service under clause 8 (1) (d);
(b) revoking the designation of a public service agency;
(c) amending a regulation designating a public service agency so as to exclude or remove a service from the designation.

(2) A regulation to which this section applies shall not be made until at least forty-five days after a notice has been published in *The Ontario Gazette* and a newspaper of general circulation in Ontario setting forth the substance of the proposed regulation and inviting comments to be submitted to the Minister responsible for Francophone Affairs.

(3) After the expiration of the forty-five day period, the regulation with such changes as are considered advisable may be made without further notice.

If after careful consideration of the intent of the Act a ministry wishes to present a submission to Cabinet requesting an exemption, it will:

- Inform the Office of Francophone Affairs of its intention to do so.
- Prepare a report indicating which service it wishes to see exempted, why and how it was ascertained that this exemption does not derogate from the purpose and intent of the Act.
- Transmit the report to the Office of Francophone Affairs and the French Language Services Commission. If the Commission concurs with the ministry's report, then the Office of Francophone Affairs will work with the ministry on the preparation of the submission to Cabinet for the signature of both the line minister and the Minister responsible for Francophone Affairs.

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2. HUMAN RESOURCES

Each ministry as well as its agencies, boards and commissions is required by the French Language Services Act to provide a full range of services in French. In order to meet this requirement:

Step 1

Managers shall identify in their areas of responsibility how many support, professional and/or management positions will need a French language capability in serving the public and at what level (see Appendix "D" for description of levels). These positions will be those of persons dealing with the public on the telephone, over the counter or in person, either at main office or in field/regional/district offices located in or serving designated areas. In case of doubt, the ministry French language services coordinator should be consulted.

Step 2

Managers will identify what resources already exist in their areas of responsibility and identify which of the positions determined in Step 1 are already filled by persons having the required language capacity (see section on Linguistic Evaluation for details).

Step 3

Managers will recommend measures to countervail the lack of linguistic capability where it occurs and ensure that the requirements of the Act are met.

Ministries will also ensure that their Personnel Branch has **at least** one officer able to write job ads, review applications, interview and inform applicants of their status in French. It is understood that this personnel officer must have access to a support person with superior knowledge of written French.

Every service does not necessarily have to be provided by staff. In certain cases such as translation, simultaneous interpretation, writing, editing, proofreading, professional services, clerical, technical, consulting and others, services may be purchased on a fee for service basis.

Designation of Positions

Ministries which already have designated positions will continue to do so. Other ministries have not designated positions in the past and may choose not to designate positions at this stage. Ministries which choose not to designate positions will have their French language services audited by the French Language Services Commission during the course of 1988-89. If the Commission is satisfied with the results achieved by the ministry, that ministry will be allowed to proceed with the practice. If the Commission is not satisfied, it will recommend that the ministry designate positions and make its recommendation public as per Section 15(3) (d) of the Act.

Ministries which will not be designating positions will use the appropriate form in "Appendix "A" to record their Human Resources Plan. Other than disregarding the references to designated positions in the following procedure, these ministries will proceed in the same manner as other ministries. The service delivery requirements will be approached in the same way, the determination and evaluation of linguistic capability will follow the same norms, alternative arrangements to remedy a lack of linguistic capability where it occurs will be indicated as well, and job ads will indicate the level of linguistic capability required in each case.

Procedure for the Planning of Human Resources and the Designation of Positions

For the purpose of this procedure, a position can become designated only if it is filled by a person having the required language skills or is vacant.

It is understood that all positions will not require the same degree of proficiency in spoken and written French. At present, various systems and definitions are in use. A single system of linguistic classification has been developed by the Human Resources Secretariat in cooperation with the Office of Francophone Affairs. This system, designed so as to be standard and usable throughout all personnel functions and data recording systems, constitutes Appendix "D" of the present document.

Incumbents who have stated they are bilingual will be evaluated as described on page 2.2. Those whose evaluation results match the proficiency requirements already identified can have their positions designated immediately. Those who, in the opinion of the evaluation centre, can

with normal training meet the proficiency requirements before November 1989 should be given priority by their ministry for linguistic training. Their positions can be identified on the human resources plan as feasible for designation before the end of the three year period.

In all cases where a sufficient number of incumbents cannot meet the linguistic requirements nor will be able to meet them within three years, ministries shall make temporary arrangements to ensure that service is available to the francophone public. Such temporary arrangements would be approached in a corporate manner; for example, the creation of a regional or central direct service unit linked by telephone and telecopier to various small field offices lacking sufficient French language services personnel; the hiring on contract of trainees who could, when a vacancy occurs, fill a position identified in the bilingual human resources plan; the sharing of a bilingual staff member with a nearby branch or unit.

Managers will have one year to complete the initial human resources plan and designation of positions. All decisions will have to be justified in writing. The ministry French language services coordinator shall be consulted in all cases and the deputy minister shall approve all decisions.

The list thus drawn shall assist in the final determination of what additional resources are required between now and the date the guarantee comes into force and form part of the plan the ministry will eventually submit to the French Language Services Commission. After approval has been received from the deputy minister, each director (or equivalent) shall transmit to Personnel Branch the human resources plan for French language services of each of his/her sections/units (see forms in Appendix "A") and ensure that the job descriptions for all positions which can be immediately designated are amended accordingly.

When the final determination has been made, the forms recording the additional human and financial resources requirements for years two and three of the implementation process will be amended if necessary by managers and transmitted to the Office of Francophone Affairs by the deputy minister.

As stated previously, all types of positions requiring contact with/or delivering a product to francophones, both at head office and in the designated areas, must be identified as needing to be filled by incumbents having the required linguistic proficiency; and each program must ensure that all aspects of the work are covered adequately.

Procedure for the Staffing of Positions

When a position requiring a degree of competence in French is to be recruited for, Personnel Services will ensure that the fluency level is described in the job advertisement. Additionally, Personnel Services will ensure that the advertisement appears in both English and French in TOPICAL/JOB MART and that the advertisement appears in the most appropriate French media.

Acknowledgement letters will be sent out in the language used by the applicant.

Personnel Services will ensure the review of applications by a Staffing Officer capable of performing this function in French.

Candidates retained for further consideration as determined by the review of applications will have their competence (verbal, written or both) evaluated by the Provincial Language School. Only candidates meeting the linguistic requirements of the job as stated in the advertisement will be allowed to proceed to the stage of interviews.

At least one member of the Selection Board shall be able to interview in French to ensure that part of the interview is conducted in French.

The use of an Underfill Assignment will be limited to those situations where, in the opinion of the Provincial Language School, the person will be able to reach the required fluency within one year.

Linguistic Evaluation

The Human Resources Secretariat will shortly be setting up a linguistic evaluation centre where applicants to designated positions will be tested by specialists prior to interviews. Managers will thus be able to determine which of the applicants can best perform the duties of the position in French.

The centre will also test all incumbents who have stated they are bilingual and are referred by their managers in order to determine their actual level of knowledge and assist in planning their further linguistic training/upgrading.

No one will be obliged to undertake linguistic training nor will his/her job be jeopardized because the position he/she occupies has been designated bilingual. Nonetheless, managers will ensure through other means that the service is provided in accordance with the Act.

Linguistic Training

Linguistic training will continue to be available through the Human Resources Secretariat's Provincial Language School. Ministries will make arrangements to replace all staff during their periods of language training so as to not be left without a French language service capacity at any time. Program officers away from their offices two hours at a time do not need to be replaced for such periods.

Language training experts agree that no one, no matter how gifted, can become bilingual overnight. In their particular field, training time is calculated in hours. It takes a minimum of 700 hours for a unilingual person to be able to hold a halting conversation in French. It takes a minimum of 1,000 hours for such a person to be able to take part in a meeting or hold a reasonable conversation in French, and it takes a minimum of 1,200 to 1,300 hours for a person to attain complete fluency.

Refresher courses for francophone employees who have not previously been called upon to work in French will also be made available through the Provincial Language School.

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3. INTEGRATING FRENCH LANGUAGE SERVICES PLANNING

It is important for efficiency and usefulness that each ministry's planning for the implementation of the French Language Services Act be coordinated with the annual allocations and estimates process from the very beginning. In the three years leading up to the day the French language services guarantee comes into force, ministries will identify separately — based on the forms in Appendix "A" — the additional resources needed each year for the implementation of the Act. The figures indicated will represent the additional resources required for that year only.

Whatever additional resources were required to meet any target of Year 1 will be integrated into the regular ministry allocation for Year 2. The ministry will show separately for Year 2 only the supplementary amounts required to meet the targets of that year. This gradual integration of French language services delivery requirements into the regular ministry allocation process will prevent financial jolts when the guarantee comes into force.

Timing will not permit the implementation planning exercise to be fully integrated into the 1987-88 estimates process. Management Board Instructions for the 1987-88 Estimates Review explain the process to be followed.

In subsequent years, managers will find the present planning exercise useful in the preparation of their overall strategic, operational or business plans, as well as in the determination of their overall MBR objectives.

Terms of Reference

In order to ensure that from now on the francophone community's needs are reflected in all government endeavours, these needs must be addressed specifically in the terms of reference of all new:

- projects;
- programs;
- commissions and task forces;
- surveys and studies;
- cabinet submissions;
- and other related undertakings.

The terms of reference must state clearly HOW the francophone community is to be consulted, represented or served in the above activities.

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4. RESPONSIBILITIES AND PROCESSES FOR FRENCH LANGUAGE SERVICES IMPLEMENTATION

The Deputy Minister

Section 14(4) of the French Language Services Act states that:

“Each deputy minister is accountable to the Executive Council for the implementation of this Act and the quality of the French language services in the ministry.”

The Ministry French Language Services Coordinator

Where French language services implementation is concerned, the Ministry French language services coordinator is the deputy's representative and advisor regarding the needs of the francophone community. The Act states clearly that: “Each French language services coordinator may communicate directly with his or her deputy minister”.

In each ministry, the French language services coordinator will work closely with managers at all levels in the preparation of the implementation plan and the determination of the additional resources necessary to meet the requirements of the Act. The coordinator should be consulted at every opportunity to clarify the intent of the Act and to ascertain that the measures envisaged will be considered adequate by the French Language Services Commission. The Office of Francophone Affairs will be working closely with all coordinators and assist both them and their ministry management with the resolution of implementation problems. A full description of the role and functions of the coordinator are found in Appendix “B”.

Ministry French Language Services Committees

Certain ministries already have formed such committees. Among those that have, experience has shown that they are extremely useful as a mechanism to ensure the involvement of every division, and to develop leadership for French language services in each. Experience has also proved that the more senior the representatives, the more effective the committee. It is therefore suggested that each ministry form such a committee to work with the French language services coordinator and that management staff be appointed to them. The contribution this committee is expected to make to the implementation of French language services is detailed in Appendix “C”.

The French Language Services Commission

The French Language Services Commission created by the Act will be in operation for a three-year period, after which its major responsibilities and functions will revert to the Office of Francophone Affairs. Section 15 of the Act describes the mandate of the Commission.

Of particular importance for ministries during the first three years is the fact that the Commission will evaluate the implementation plans to assess if the proposed measures will, in its opinion, ensure adequacy and quality of services to the francophone community.

If the Commission deems the measures insufficient, it will recommend changes and make those recommendations public.

The Office of Francophone Affairs

The role of the Office will be to assist ministries and their coordinators in ensuring that their plans will be acceptable to the Commission. The Office will also evaluate whether the additional resources needed by ministries to meet the requirements of the Act are adequate and represent value for money. On this matter, the staff of the Office will also work closely with the staff of Programs and Estimates, Management Board Secretariat with a view to ensuring uniformity of information and avoiding unpleasant surprises to any of the partners in this process.

The Human Resources Secretariat

The Human Resources Secretariat will continue to offer language training, will run the corporate linguistic evaluation service, will establish with the Office of Francophone Affairs a standardized classification of linguistic skills to be used uniformly by all ministries and their agencies, will establish and maintain an inventory of francophone and bilingual staff, and will offer professional development/upgrading in French for francophone employees in order to ensure an adequate representation of francophones at all levels of the civil service.

Management Board of Cabinet

Requests for additional financial and human resources must be referred to Management Board for approval. The usual process will be followed with the exception that the French language services coordinators in the ministries will be working very closely with their Finance branches and the Office of Francophone Affairs will be in constant touch with the Programs and Estimates staff of the Board as described above.

Management Board of Cabinet Directives will be updated to reflect this implementation procedure and the new directives will be distributed to all ministries.

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5. DESIGNATION PROCEDURES

Designation of Transfer Payment Agencies — Identification

Ministries will identify before July 1st, 1987 which of their transfer payment agencies operating in the designated areas ought to eventually be designated to deliver services in French. This plan will constitute a statement of intent only, but it will give a clear indication of actual needs and future direction. As soon as the preliminary plan is completed, it should be forwarded to the Office of Francophone Affairs where it will be used as a general guide in the projection of future resource requirements.

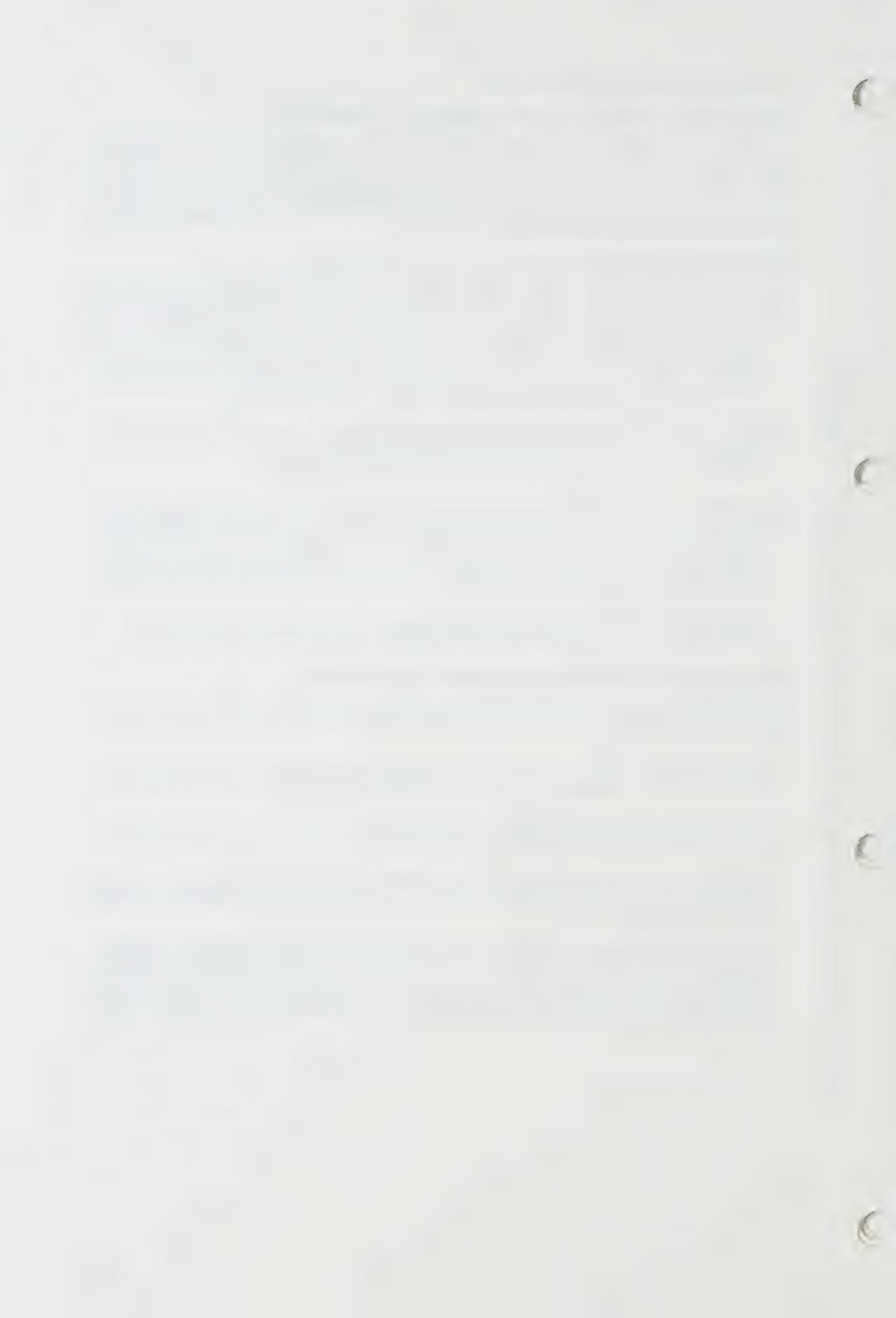
Designation of Transfer Payment Agencies — Procedure

1. In March 1987, the Office of Francophone Affairs will provide ministries with lists of criteria against which to evaluate whether a transfer payment agency is ready to be designated or not. These criteria will be generic in nature. Each ministry will have to decide the specifics which will apply for each type of agency or institution it funds. In so doing, the ministries will remember that absence of service in a designated agency will make it liable to court challenge, and may wish to begin by designating only those parts of an agency or institution for which there is reasonable assurance of constant service availability.
2. When the ministry has concluded to its satisfaction that an agency or a portion thereof is ready to be designated, it will inform the Office of Francophone Affairs of its intention and forward to it a copy of the report on which the decision was based.
3. The Office of Francophone Affairs will analyze the report. If it concurs with the report, the Office of Francophone Affairs will work with the ministry on preparing for Cabinet a submission on the designation of the agency (which will be co-signed by the line Minister and the Minister responsible for Francophone Affairs) and the preparation of the Order in Council. If the report raises questions, the Office of Francophone Affairs will contact the ministry and assist in resolving the issue.
4. The Office of Francophone Affairs will also maintain a complete register of designations and ensure that it is accessible to all interested parties.

Procedure for Early Designation of Ministries and ABC's

Some ministries have already indicated their intention to have themselves or one of their ABC's designated before the end of the three-year period. In such a case, the following procedure should be followed.

1. The forms in Appendix "A", once filled, will indicate to the ministry when its services or that of an ABC will be sufficiently developed to warrant designation.
2. In preparing its implementation plan, the ministry will indicate the approximate time at which it expects itself or its ABC to be ready for designation.
3. The Office of Francophone Affairs will analyze the documents and ensure that the French Language Services Commission gives priority to ministries and ABC's which are already close to reaching their goal.
4. When Management Board has approved the allocation to a ministry of the sums it requires to complete its plan by the estimated date, the Office of Francophone Affairs will assist the ministry in preparing the submission for designation to Cabinet and the Order in Council. The submission to Cabinet will be co-signed by the line Minister and the Minister responsible for Francophone Affairs.





6. IN-MINISTRY PROCESS

Each French language services coordinator will present this document to the management of his/her ministry at senior management, divisional and branch meetings as well as agency senior staff meetings. Consultation has revealed that this particular subject would not lend itself well to an all ministry management information session.

The coordinator will also work closely with members of the French Language Services Committee in order to acquaint each of them fully with the details of this planning process. Each committee member will then become a resource person in his/her division and, with the French language services coordinator, assist the various managers with the preparation of the plan and the determination of the additional resources necessary to meet the requirements of the Act.

It is important that the Finance/Budget Branch of each ministry become fully aware of the requirements of the Act as well as the specifics of this planning process in order to avoid confusion regarding the role of the Office of Francophone Affairs and its cooperation with Management Board's Programs and Estimates staff on the issue.

In-Ministry Planning Schedule

Steps

1. Deputy Minister receives the "Implementation Procedures Manual".
2. a) Deputy Minister sends memorandum to all managers and Chairmen of ABC's with copy of the document and requests all Division Heads to appoint a Director to the Ministry French Language Services Committee.
b) The French language services coordinator meets Finance and Budget Branch providing them with a copy of the document and informing them that they will be involved in this project.
3. French language services coordinator makes a presentation to Senior Management Committee and informs Division Heads of his/her intent to make a similar presentation to all Directors (or equivalent) by Division as well as to a special meeting of all ABC's Chief Executive Officers. Copies of the document to be transmitted to each section/unit head will be distributed at these meetings.
4. a) First meeting of the Ministry French Language Services Committee to explain Terms of Reference and requirements of the Act.
b) Follow-up meeting to answer committee members questions and clarify implications of plan.
5. Each section/unit head assesses his/her service improvement requirements and fills in forms. Similar assessments to be done by ABC managers.
6. Branch Directors (or equivalent) as well as Chief Executive Officers/Directors of ABC's meet with their managers to compile total needs by vote and item/budget number.
7. Branch Directors (or equivalent) transmit copy, by vote and item/budget number, to:
 - 1) The French language services coordinator (to share with Ministry French Language Services Committee)
 - 2) Their Division Heads (A.D.M., Executive Coordinator/Executive Director, etc..)
8. Each Division Head, as well as Chief Executive Officer/Director of ABC, meets with French language services coordinator to review information submitted.

Steps

9. Each Division Head as well as ABC Chairman to present information at a Senior Management Committee meeting (French language services coordinator to be present)

10. French language services coordinator:

a) compiles lists by vote & item no.

b) works with Financial Resources Branch on total ministry requirements.

11. French language services coordinator brings total ministry requirements to a Senior Management Committee meeting for approval by the Deputy Minister.

12. Deputy Minister forwards ministry requirements to the Office of Francophone Affairs with a copy to the French language services coordinator, Management Board + Human Resources Secretariat.

13. Office receives ministries requirements.

This process must be completed no later than 90 days after this Implementation Procedure Manual has been distributed by the Office of Francophone Affairs.



7. USER'S GUIDE TO THE FORMS

Appendix "A" contains three sets of forms. The first set is used to record the present situation and the results to be achieved by the end of three years. The second set is used to record the human resources plan and the third serves to indicate what human and financial resources will be required to achieve the results identified in the first set. All three sets will be filled and kept by the Office of Francophone Affairs, Management Board and the Ministry Finance Branch. The supply of printed forms is limited. It is recommended that managers make photocopies of the forms for their preliminary work on them.

Results Forms

Proceeding by vote and item number, each program, branch or service unit will identify for each service listed:

- Level needed to meet the requirements of the Act. Here the manager will consult the Ministry French language services coordinator or a member of the Ministry French Language Services Committee if there is any uncertainty about what is required and will make a suggestion. All the manager's suggestions will then be analyzed by the manager's supervisor to determine if they constitute an assurance of quality as well as the most cost-effective way of delivering the service. If the supervisor has any questions of interpretation regarding implementation, he/she should refer them to the French language services coordinator who will consult the Office if necessary.
- If the item does not apply, the manager will indicate so and give the reason, e.g., this item is the responsibility of branch "x".
- Present level. If the item does apply the manager will indicate how it is covered or handled at present.
- Action required. The manager will here again make suggestions first. When the manager's supervisor has made a decision as described above, the actions to be taken will be further clarified. They will then be recorded in this section by the manager.
- Time frame for action. Suggestions will be made by the manager and confirmed by the manager's supervisor as to what part of the action required should occur during the first, second and third year of implementation.

Human Resources Plan Forms

Managers will use the form which corresponds to the ministry's decision to designate or not to designate positions.

The forms are self-explanatory. When they are first filled, managers will probably not yet have had a chance to have the linguistic capability of their existing bilingual staff evaluated. If this is the case, the appropriate column should be left blank or indicate a time frame for the evaluation to take place if arrangements have already been made with the Human Resources Secretariat for this evaluation.

Resources Forms

There are three pages of resources forms, one for each of fiscal year 1987-88, 1988-89 and 1989-90. Each line of the resources form corresponds to one page of the results form.

The manager will use the resources form to express in terms of human and financial resources the content of the three-year action plan described in the results forms.

For example, if it was decided in section 1.3 Oral Communications, that one officer trainee will have to be hired in the third year of implementation, line 1.3 would remain blank on the first two pages of the resources forms and the third page (fiscal year 1989-90) would show one person/year, a salary and a small amount of DOE on line 1.3.

Managers are asked to take into account the fact that there will be a time lag in the allocation of implementation funds as compared to base allocation for the fiscal year 1987-88. Most expected expenditures for 1987-88 should therefore be calculated on the basis of 8 months rather than a full year. For 1988-89 and 1989-90 expected expenditures should be calculated on the basis of a full year.

Transmission of Forms

When the senior management committee of the ministry has approved all the plans, or no later than 90 days after this Implementation Procedure Manual has been distributed by the Office of Francophone Affairs, one complete set of forms for each vote and item number will be sent to the Office of Francophone Affairs along with an additional set of resources forms summarizing the ministry's global requirements for each of the three fiscal years.

The Office of Francophone Affairs will analyze all sets of forms and:

- make reports on the quantity and quality of services planned (results expected) to the Minister and the French Language Services Commission;
- make a consolidated report to Management Board regarding the results expected, value-for-money and financing, the latter based on the priorities which the French Language Services Commission will establish.

The analysts of the Office of Francophone Affairs will be in touch with the ministries to clarify various points and exchange information as they perform their analysis. They can also be contacted by managers and coordinators at any time as the plans are being prepared.

**APPENDIX “A”
FRENCH LANGUAGE SERVICES ACT
IMPLEMENTATION PLANNING PROCESS**

**RESULTS FORMS
HUMAN RESOURCES PLAN FORMS
RESOURCES FORMS**

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 1: ORAL COMMUNICATIONS

1.1 ON THE TELEPHONE

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 1: ORAL COMMUNICATIONS

1.2 OVER-THE-COUNTER

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE-SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 1: ORAL COMMUNICATIONS

1.3 IN PERSON (e.g., interviews, visits, meetings)

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 2: WRITTEN COMMUNICATIONS (correspondence)

2.1 DRAFTING

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 2: WRITTEN COMMUNICATIONS (correspondence)

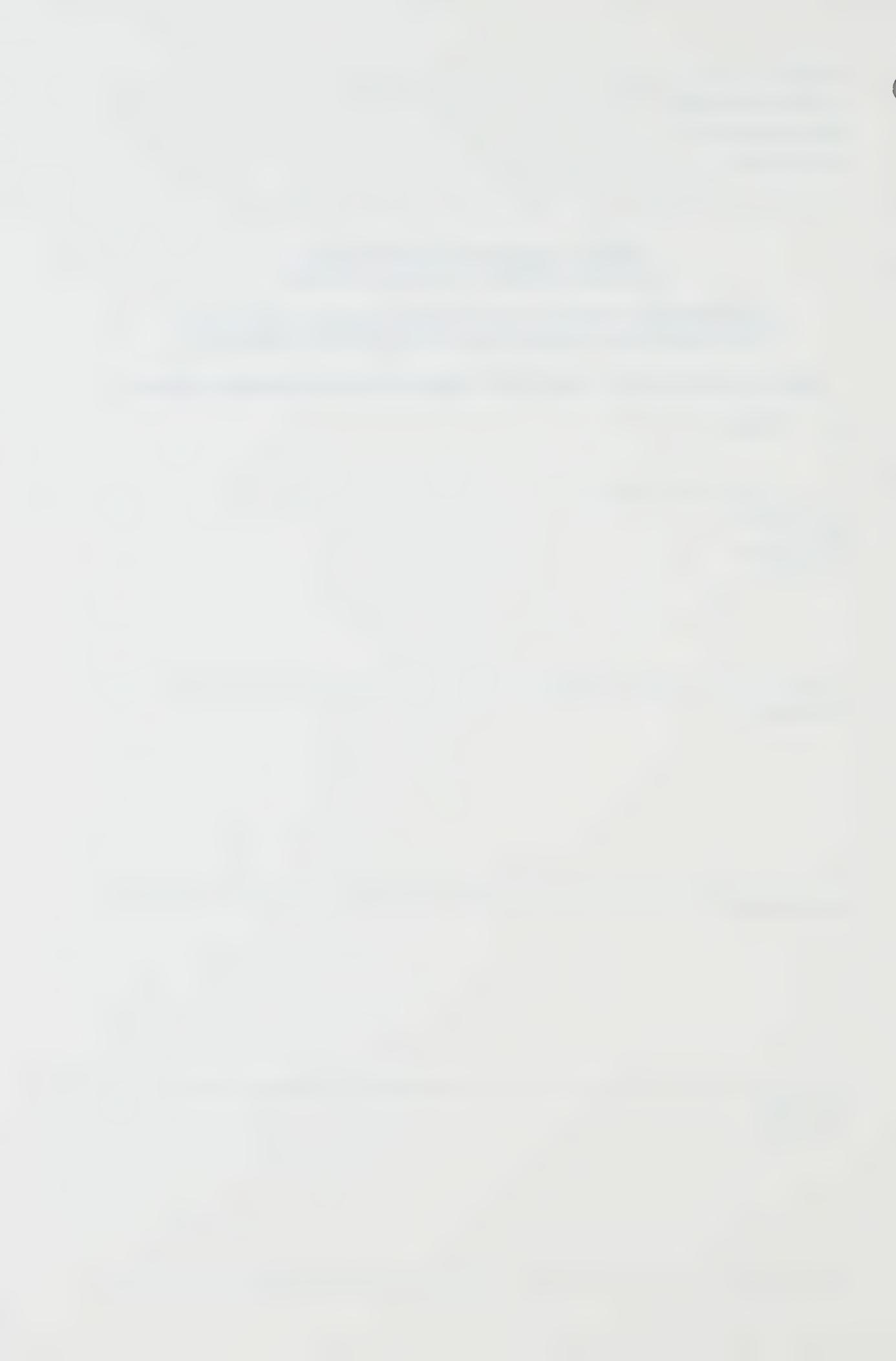
2.2 TYPING

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action



Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 2: WRITTEN COMMUNICATIONS (correspondence)

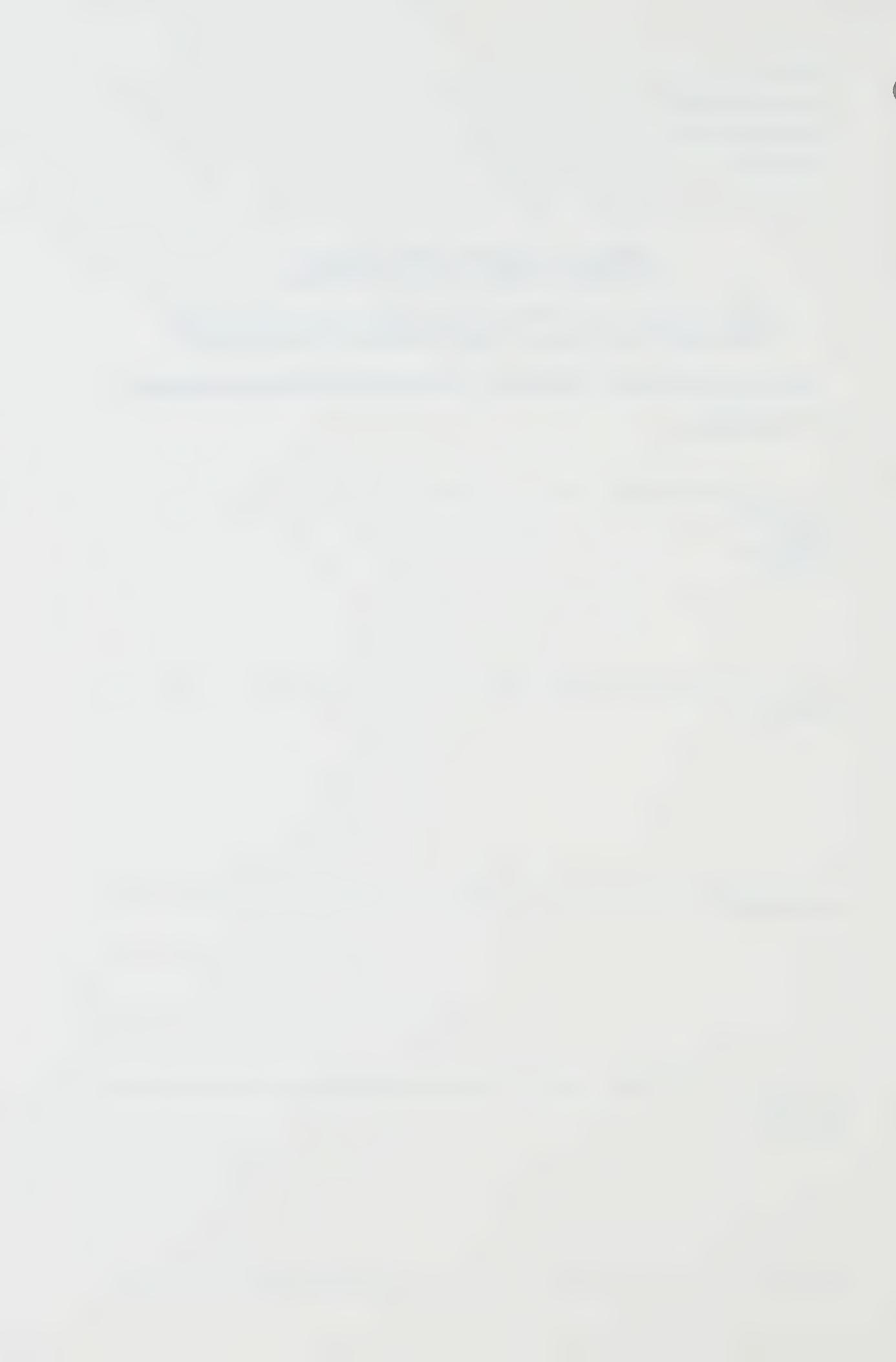
2.3 APPROVAL

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action



Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 3: SIGNS AND PUBLIC NOTICES

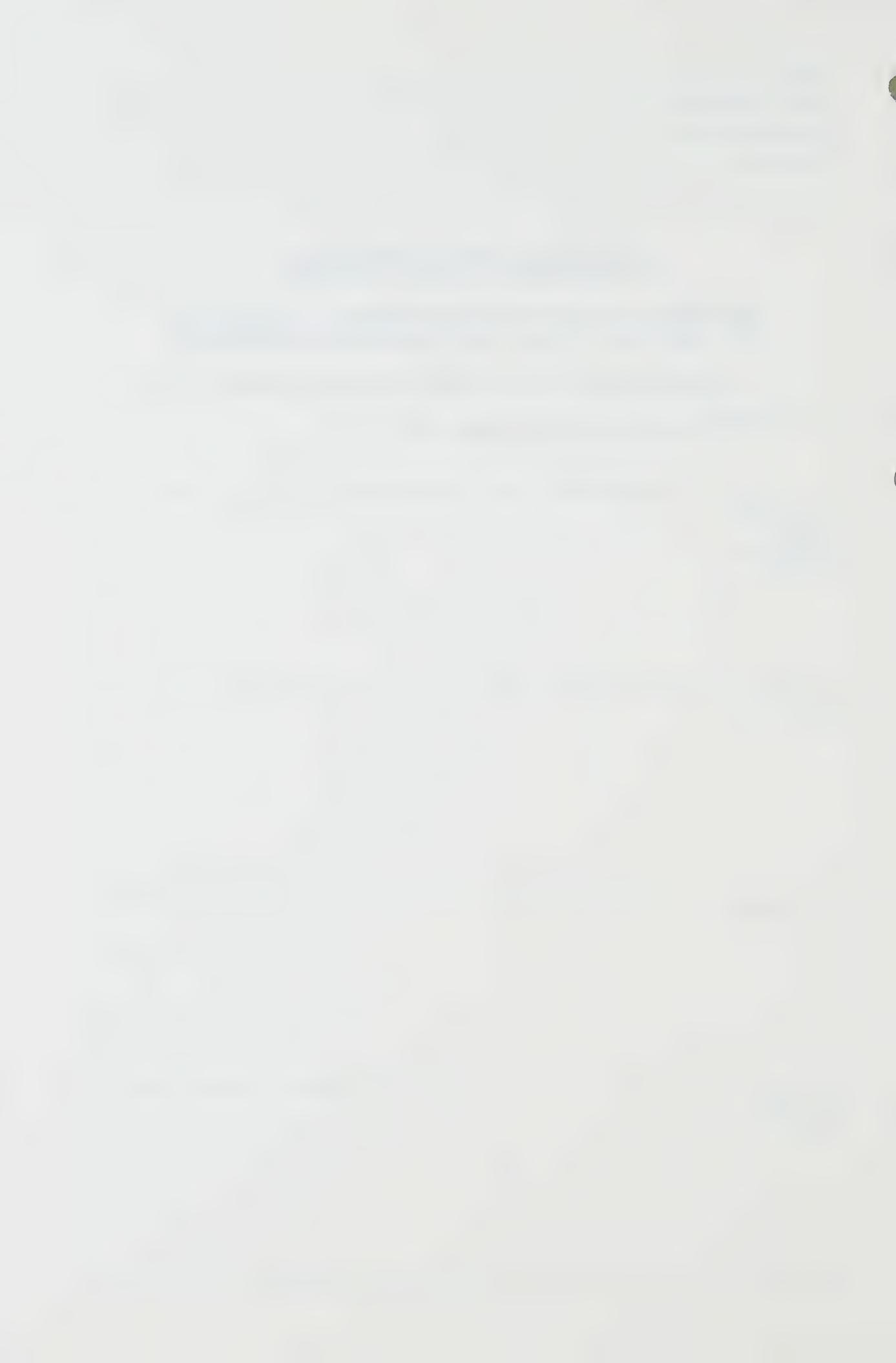
3.1 INTERIOR (desk, counter, door, wall, etc.)

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action



Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 3: SIGNS AND PUBLIC NOTICES

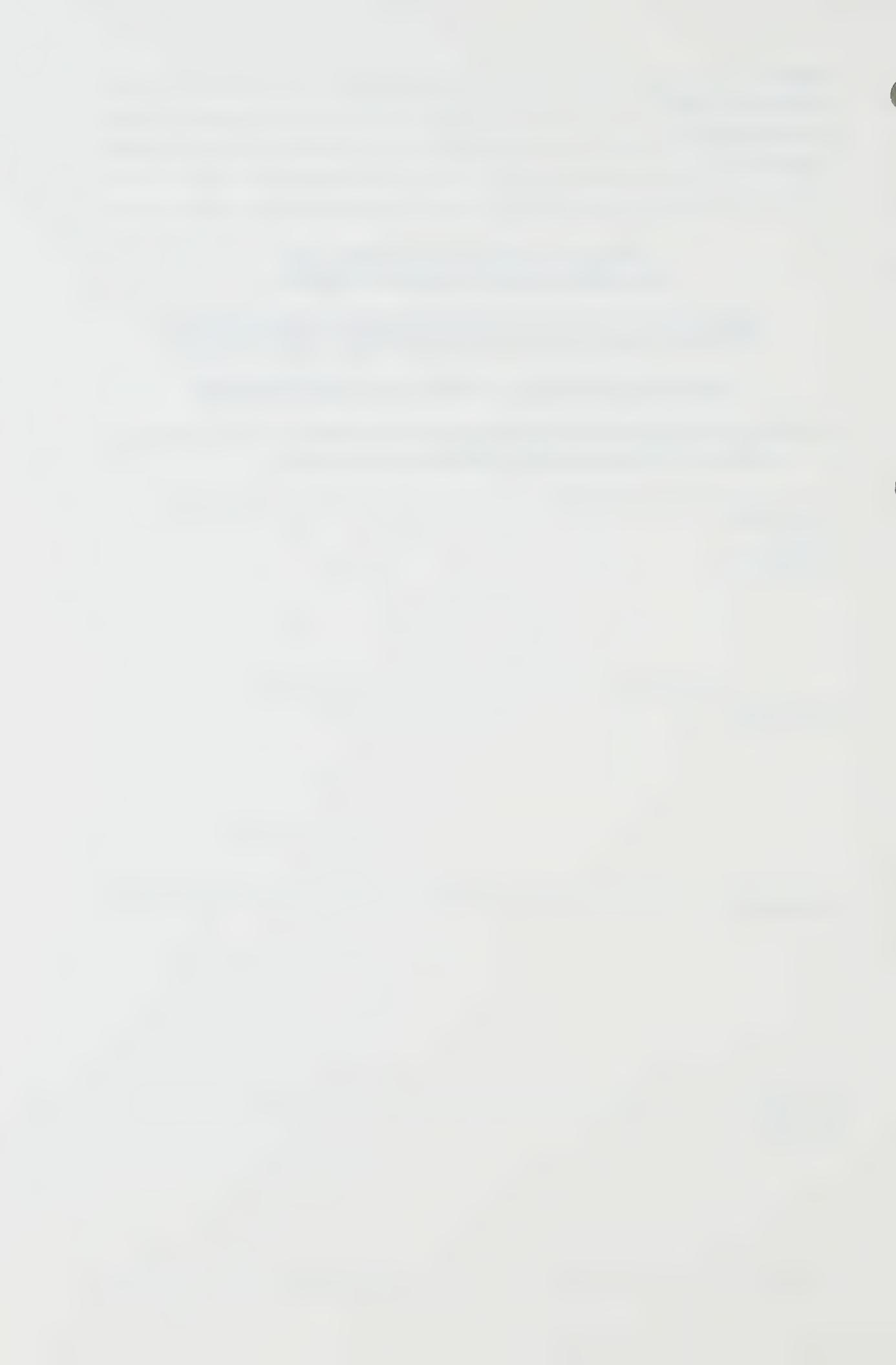
3.2 EXTERIOR (government buildings and other facilities, projects, temporary facilities, exhibitions, vehicles, highways, plaques, etc.)

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action



Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 3: SIGNS AND PUBLIC NOTICES

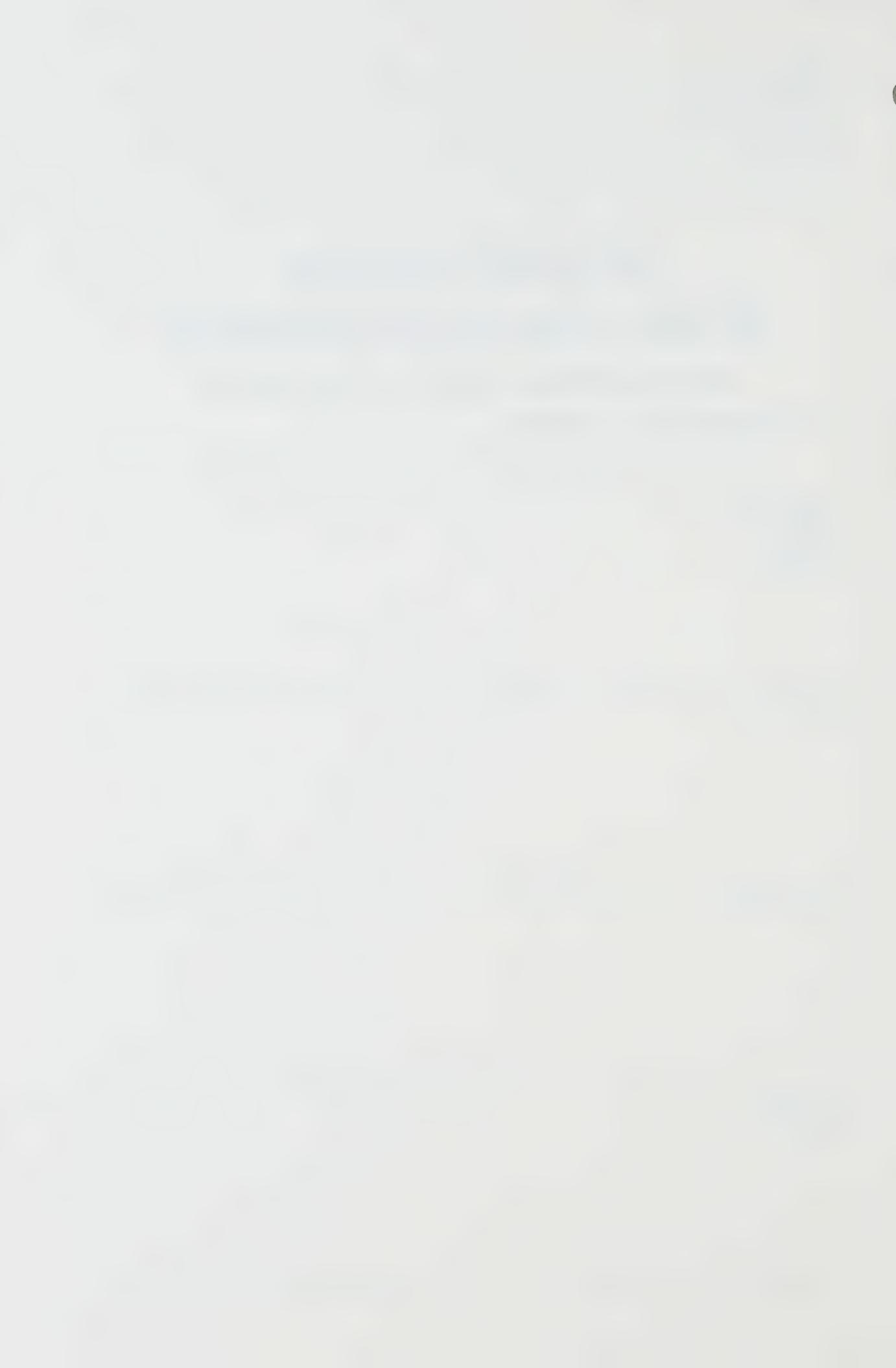
3.3 UNIFORM AND I.D. BADGES

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action



Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 3: SIGNS AND PUBLIC NOTICES

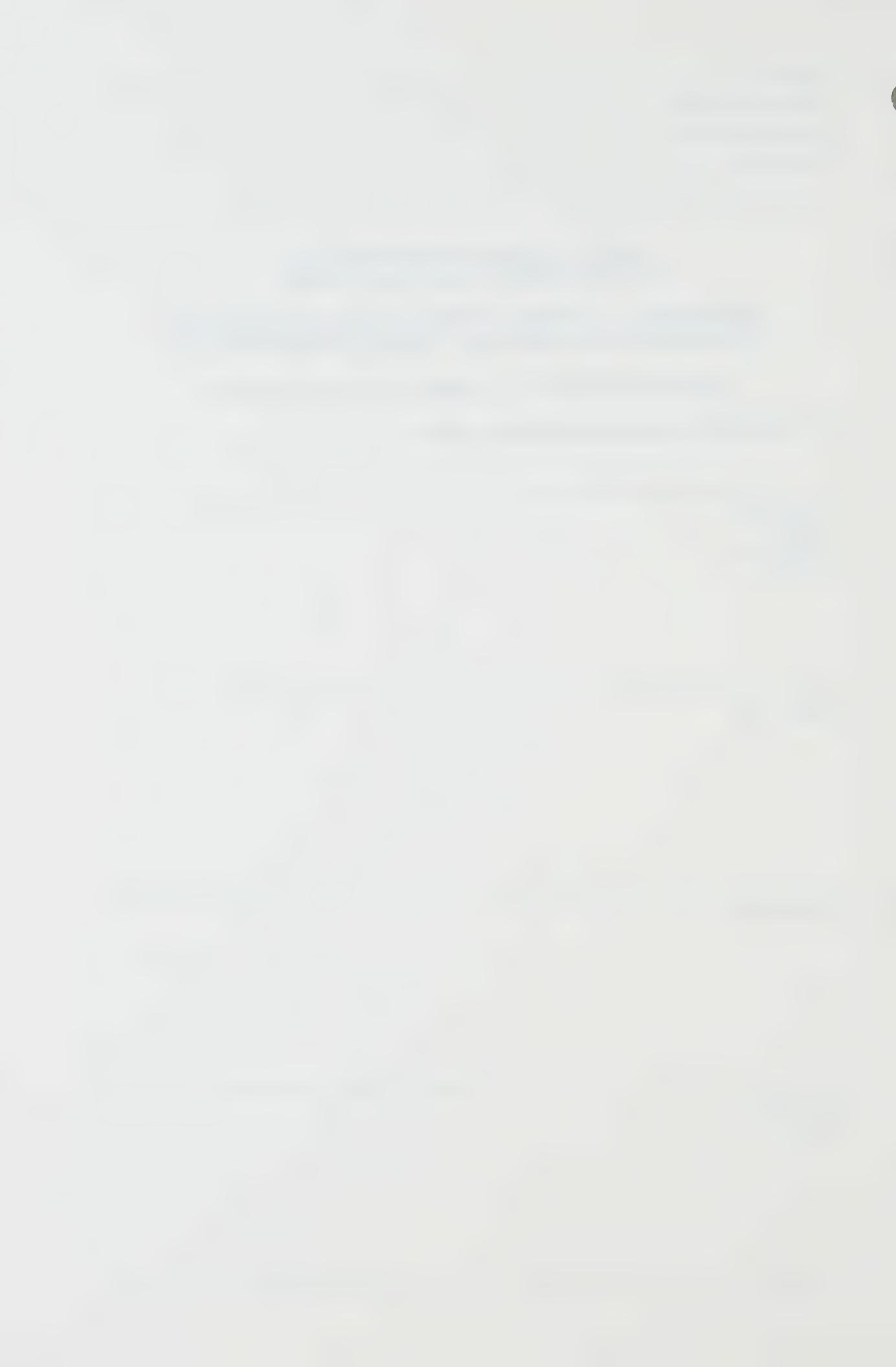
3.4 CALLING CARDS (for appropriate staff)

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action



Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE-SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 4: FORMS AND DOCUMENTS

4.1 STATIONERY

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 4: FORMS AND DOCUMENTS

4.2 ALL FORMS USED FOR IDENTIFICATION, CERTIFICATION, APPLICATION, ETC. (e.g., licences, certificates, jobs, grants, etc.) AS WELL AS INTERNAL FORMS USED IN LEGAL OR QUASI-LEGAL PROCEEDINGS

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 4: FORMS AND DOCUMENTS

4.3 ANY OTHER DOCUMENT FOR USE WITH THE PUBLIC

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 5: INFORMATION SERVICES

5.1 NEWS RELEASES, SPEECHES AND STATEMENTS

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 5: INFORMATION SERVICES

5.2 MEDIA LIAISON SERVICES

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 5: INFORMATION SERVICES

5.3 PUBLICATIONS INTENDED FOR PUBLIC DISTRIBUTION INCLUDING COMMISSION AND TASK FORCE REPORTS

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 5: INFORMATION SERVICES

5.4 PUBLICATIONS INTENDED FOR SPECIFIC GROUPS (e.g., professional, business, non-profit associations)

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 5: INFORMATION SERVICES

5.5 ADVERTISEMENTS (ministry services, programs, tender ads, notices, telephone listings, etc.)

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 5: INFORMATION SERVICES

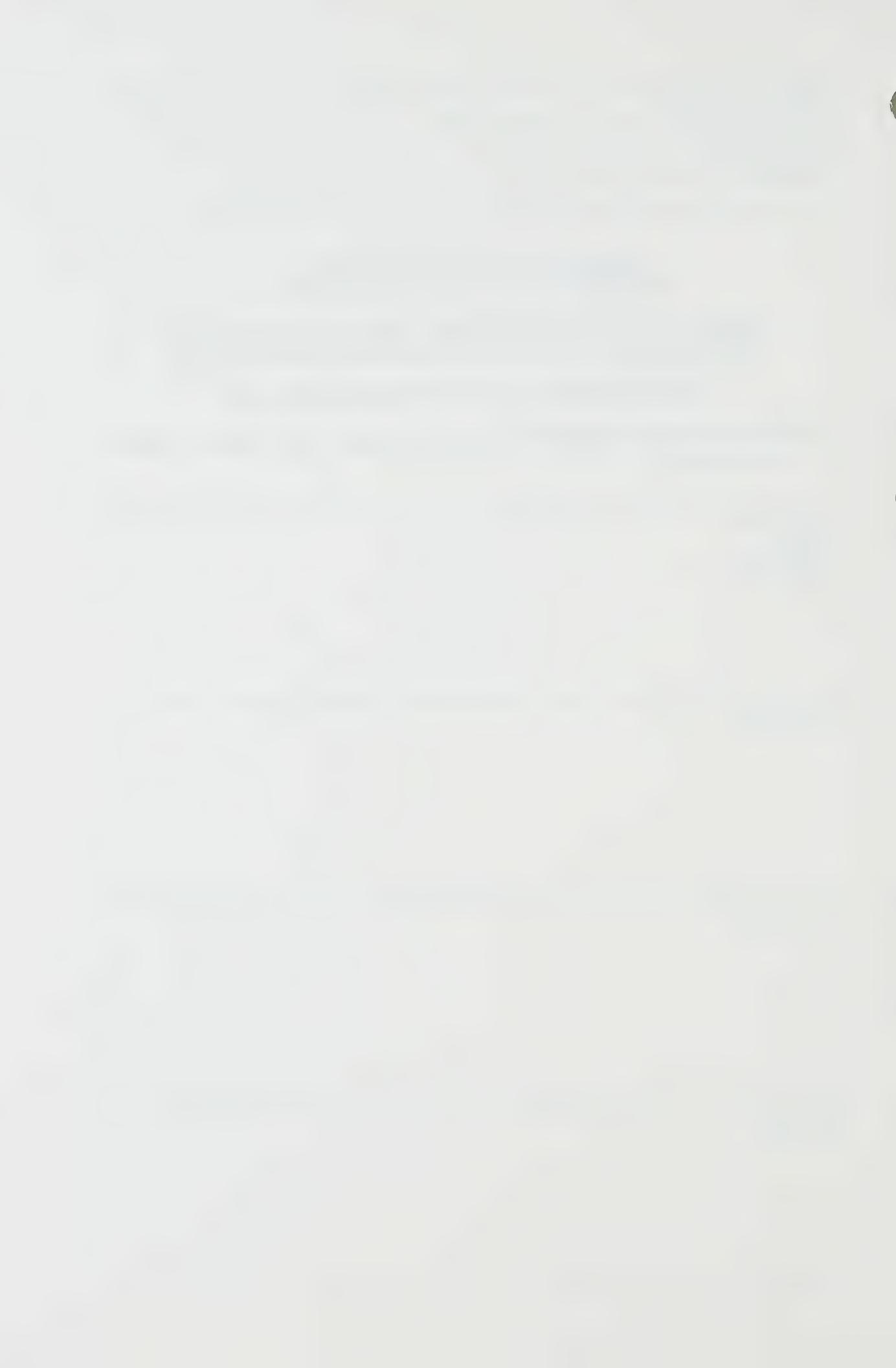
5.6 PROMOTIONAL MATERIALS (e.g., information kits, posters, buttons, banners, etc.)

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action



Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 5: INFORMATION SERVICES

5.7 AUDIO-VISUAL MATERIALS (e.g., slide presentations, films, broadcasts, etc.)

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action



Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 5: INFORMATION SERVICES

5.8 EXHIBITS AND DISPLAYS

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 6: HEARINGS

6.1 PRESENCE OF FRENCH-SPEAKING MEMBERS ON BOARDS

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 6: HEARINGS

6.2 SIMULTANEOUS INTERPRETATION

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 7: HUMAN RESOURCES PLANNING

7.1 HIRING PROCESS (including evaluation and interviews)

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 7: HUMAN RESOURCES PLANNING

7.2 LANGUAGE TRAINING AND UPGRADING

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 7: HUMAN RESOURCES PLANNING

7.3 SKILLS DEVELOPMENT IN FRENCH

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 8: SUPPLIES AND EQUIPMENT

8.1 WORD PROCESSORS

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 8: SUPPLIES AND EQUIPMENT

8.2 TYPEWRITERS WITH FRENCH KEYBOARDS

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 8: SUPPLIES AND EQUIPMENT

8.3 SOFTWARE

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 8: SUPPLIES AND EQUIPMENT

8.4 OTHER RELATED OFFICE EQUIPMENT

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

Ministry: _____

Division/District/ABC: _____

Branch/Field Office: _____

Unit/Section: _____

FRENCH LANGUAGE SERVICES ACT IMPLEMENTATION PLANNING PROCESS

DESCRIPTION OF SERVICE IMPROVEMENTS AND RATIONALE FOR ADDITIONAL HUMAN AND FINANCIAL REQUIREMENTS

SERVICE SECTOR No. 8: SUPPLIES AND EQUIPMENT

8.5 DICTIONARIES, REFERENCE DOCUMENTS

Level needed
to meet
requirements
of the Act

Present level

Action required

Time frame
for action

HUMAN RESOURCES PLAN

FOR MINISTRIES WHICH ALREADY HAVE DESIGNATED POSITIONS OR WILL BE DESIGNATING POSITIONS

Ministry: _____

Division/District/ABC: _____

Branch/Field Service: _____

Unit/Section: _____

Vote and Item No.: _____

Total number of positions:

Positions for which French language capability is required:

*For areas of service requiring a French language capability but where no appropriate staff will possess the necessary level of linguistic skill by Nov. 1989, indicate only the position type, the level of language capability and the alternative arrangements to be made.

****** Already filled by person having the required language skills, or vacant at present.

*** Filled by person who, according to the Linguistic Evaluation Centre, could meet the linguistic requirements of the position before the end of the three years.

HUMAN RESOURCES PLAN

FOR MINISTRIES WHICH WILL NOT BE DESIGNATING POSITIONS BUT WILL HAVE THEIR SERVICES
SPECIALLY AUDITED BY THE FRENCH LANGUAGE SERVICES COMMISSION IN 1988-89.

Ministry: _____

Division/District/ABC: _____

Branch/Field Service: _____

Unit/Section: _____

Vote and Item No.: _____

Date: _____

Total number of positions: _____

Positions for which French language capability is required:

**ADDITIONAL HUMAN FINANCIAL RESOURCES:
REQUIRED TO MEET THE OBLIGATIONS PRESCRIBED
BY THE FRENCH LANGUAGE SERVICES ACT**

Ministry: _____ **IMPLEMENTATION YEAR 1**
 Division/District/ABC: _____ **FISCAL YEAR:** _____
 Branch/Field Office: _____ **VOTE & ITEM NO.** _____
 Unit/Section: _____

	HUMAN RESOURCES			Sal & Ben. \$000	ODOE \$000	T.P. \$000	Total \$000
	Classif.	Unclassif.	Total				
1. ORAL COMMUNICATIONS 1.1 Telephone 1.2 Over-the-counter 1.3 In person (e.g. interviews, visits, meetings)							
2. WRITTEN COMMUNICATIONS (Correspondence) 2.1 drafting 2.2 typing 2.3 approval							
3. SIGNS AND PUBLIC NOTICES 3.1 Interior (desk, counter, door, wall, etc.) 3.2 Exterior (government buildings and other facilities, projects, temporary facilities, exhibitions, vehicles, highways, plaques, etc.) 3.3 Uniform and I.D. badges 3.4 Calling cards (for appropriate staff)							
4. FORMS 4.1 Stationery 4.2 All forms used for identification, certification, application etc. (e.g. licences, certificates, jobs, grants etc.) as well as internal forms used in legal or quasi-legal proceedings 4.3 Any document for use with the public							
5. INFORMATION SERVICES 5.1 News releases, speeches and statements 5.2 Media liaison services 5.3 Publications intended for public distribution including Commission and Task Force reports 5.4 Publications intended for specific groups (e.g. professional, business, non-profit associations, etc.) 5.5 Advertisements (ministry services, programs, tender ads, notices, etc.) 5.6 Promotional materials (e.g. information kits, posters, buttons, banners, etc.) 5.7 Audio-visual material (e.g. slide presentations, films, broadcasts, etc.) 5.8 Exhibits and displays							
6. HEARINGS 6.1 Presence of French-speaking members on boards 6.2 Simultaneous interpretation							
7. HUMAN RESOURCES PLANNING 7.1 Hiring process (incl. eval. & interviews) 7.2 Language training and upgrading 7.3 Skills development in French							
8. SUPPLIES AND EQUIPMENT 8.1 Word processors 8.2 Typewriters with French keyboards 8.3 Software 8.4 Other related office equipment 8.5 Dictionaries, reference documents							
TOTAL							

**ADDITIONAL HUMAN FINANCIAL RESOURCES:
REQUIRED TO MEET THE OBLIGATIONS PRESCRIBED
BY THE FRENCH LANGUAGE SERVICES ACT**

Ministry: _____ **IMPLEMENTATION YEAR 2**

Division/District/ABC: _____ **FISCAL YEAR:** _____

Branch/Field Office: _____ **VOTE & ITEM NO.** _____

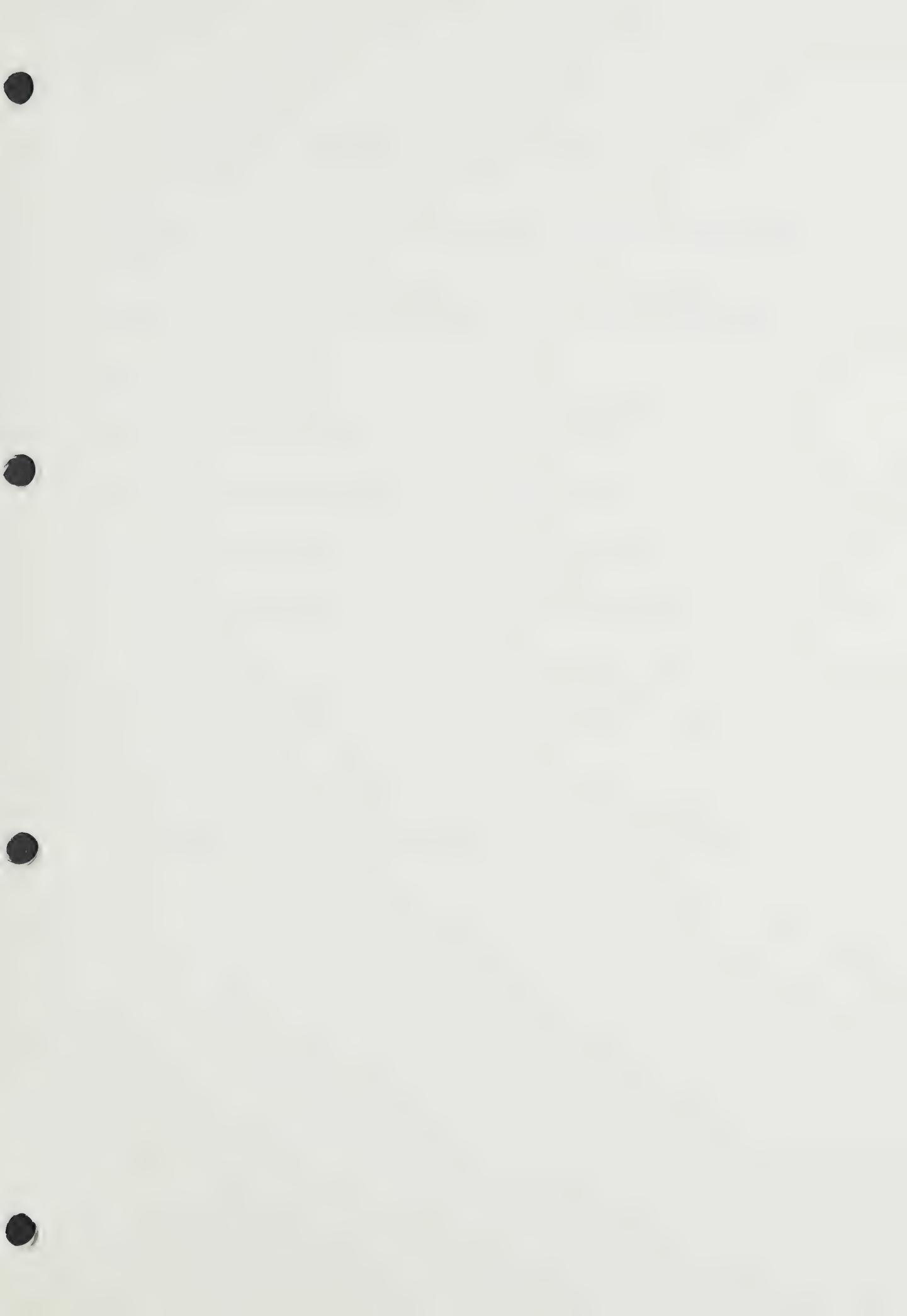
Unit/Section: _____

	HUMAN RESOURCES			Sal & Ben. \$000	O DOE \$000	T.P. \$000	Total \$000				
	No. of Staff		Classif.								
	Unclassif.	Total									
1. ORAL COMMUNICATIONS 1.1 Telephone 1.2 Over-the-counter 1.3 In person (e.g. interviews, visits, meetings)											
2. WRITTEN COMMUNICATIONS (Correspondence) 2.1 drafting 2.2 typing 2.3 approval											
3. SIGNS AND PUBLIC NOTICES 3.1 Interior (desk, counter, door, wall, etc.) 3.2 Exterior (government buildings and other facilities, projects, temporary facilities, exhibitions, vehicles, highways, plaques, etc.) 3.3 Uniform and I.D. badges 3.4 Calling cards (for appropriate staff)											
4. FORMS 4.1 Stationery 4.2 All forms used for identification, certification, application etc. (e.g. licences, certificates, jobs, grants etc.) as well as internal forms used in legal or quasi-legal proceedings 4.3 Any document for use with the public											
5. INFORMATION SERVICES 5.1 News releases, speeches and statements 5.2 Media liaison services 5.3 Publications intended for public distribution including Commission and Task Force reports 5.4 Publications intended for specific groups (e.g. professional, business, non-profit associations, etc.) 5.5 Advertisements (ministry services, programs, tender ads, notices, etc.) 5.6 Promotional materials (e.g. information kits, posters, buttons, banners, etc.) 5.7 Audio-visual material (e.g. slide presentations, films, broadcasts, etc.) 5.8 Exhibits and displays											
6. HEARINGS 6.1 Presence of French-speaking members on boards 6.2 Simultaneous interpretation											
7. HUMAN RESOURCES PLANNING 7.1 Hiring process (incl. eval. & interviews) 7.2 Language training and upgrading 7.3 Skills development in French											
8. SUPPLIES AND EQUIPMENT 8.1 Word processors 8.2 Typewriters with French keyboards 8.3 Software 8.4 Other related office equipment 8.5 Dictionaries, reference documents											
TOTAL											

**ADDITIONAL HUMAN FINANCIAL RESOURCES:
REQUIRED TO MEET THE OBLIGATIONS PRESCRIBED
BY THE FRENCH LANGUAGE SERVICES ACT**

Ministry: _____ **IMPLEMENTATION YEAR 3**
 Division/District/ABC: _____ **FISCAL YEAR:** _____
 Branch/Field Office: _____ **VOTE & ITEM NO.** _____
 Unit/Section: _____

	HUMAN RESOURCES			Sal & Ben. \$000	OODE \$000	T.P. \$000	Total \$000				
	No. of Staff		Classif.								
	Unclassif.	Total									
1. ORAL COMMUNICATIONS 1.1 Telephone 1.2 Over-the-counter 1.3 In person (e.g. interviews, visits, meetings)											
2. WRITTEN COMMUNICATIONS (Correspondence) 2.1 drafting 2.2 typing 2.3 approval											
3. SIGNS AND PUBLIC NOTICES 3.1 Interior (desk, counter, door, wall, etc.) 3.2 Exterior (government buildings and other facilities, projects, temporary facilities, exhibitions, vehicles, highways, plaques, etc.) 3.3 Uniform and I.D. badges 3.4 Calling cards (for appropriate staff)											
4. FORMS 4.1 Stationery 4.2 All forms used for identification, certification, application etc. (e.g. licences, certificates, jobs, grants etc.) as well as internal forms used in legal or quasi-legal proceedings 4.3 Any document for use with the public											
5. INFORMATION SERVICES 5.1 News releases, speeches and statements 5.2 Media liaison services 5.3 Publications intended for public distribution including Commission and Task Force reports 5.4 Publications intended for specific groups (e.g. professional, business, non-profit associations, etc.) 5.5 Advertisements (ministry services, programs, tender ads, notices, etc.) 5.6 Promotional materials (e.g. information kits, posters, buttons, banners, etc.) 5.7 Audio-visual material (e.g. slide presentations, films, broadcasts, etc.) 5.8 Exhibits and displays											
6. HEARINGS 6.1 Presence of French-speaking members on boards 6.2 Simultaneous interpretation											
7. HUMAN RESOURCES PLANNING 7.1 Hiring process (incl. eval. & interviews) 7.2 Language training and upgrading 7.3 Skills development in French											
8. SUPPLIES AND EQUIPMENT 8.1 Word processors 8.2 Typewriters with French keyboards 8.3 Software 8.4 Other related office equipment 8.5 Dictionaries, reference documents											
TOTAL											



ROLE AND FUNCTIONS OF THE FRENCH LANGUAGE SERVICES COORDINATOR

Section 14(4) of the French Language Services Act states that the deputy minister is accountable for the quality of the French language services in the ministry and for the implementation of the Act.

The role of the French language services coordinator is to advise the deputy minister and the management of the ministry on the provision of French language services within the framework of ministry programs and activities, and to monitor the effective delivery of services in French.

The French language services coordinator fulfills his/her role by:

1. Keeping informed of the needs and concerns of the Franco-Ontarian community, transmitting the information to the deputy minister and the management of the ministry and recommending ways and means of meeting those needs and concerns.
2. Keeping abreast of ministry-related issues which might prove contentious within the community, informing the deputy minister of them and recommending possible solutions.
3. Liaising with the Office of Francophone Affairs, ensuring the flow of information on ministry concerns to that central agency, and feeding information back into the ministry regarding government-wide French language services policies and priorities.
4. Assisting the management of the ministry with the implementation of the Act and the planning process associated with it; suggesting cost-effective ways of providing the required level of service.
5. With the appropriate managers, consulting the Office of Francophone Affairs concerning implementation problems, specific designations and exemption proposals.
6. Monitoring ministry compliance with the Act through MBRs or a similar recording mechanism; monitoring ministry response to complaints.
7. Heading the ministry French Language Services Committee.
8. Representing the ministry on the Interministerial Committee of French Language Services Coordinators chaired by the Executive Director of the Office of Francophone Affairs.

MINISTRY FRENCH LANGUAGE SERVICES COMMITTEE

Purpose of committee

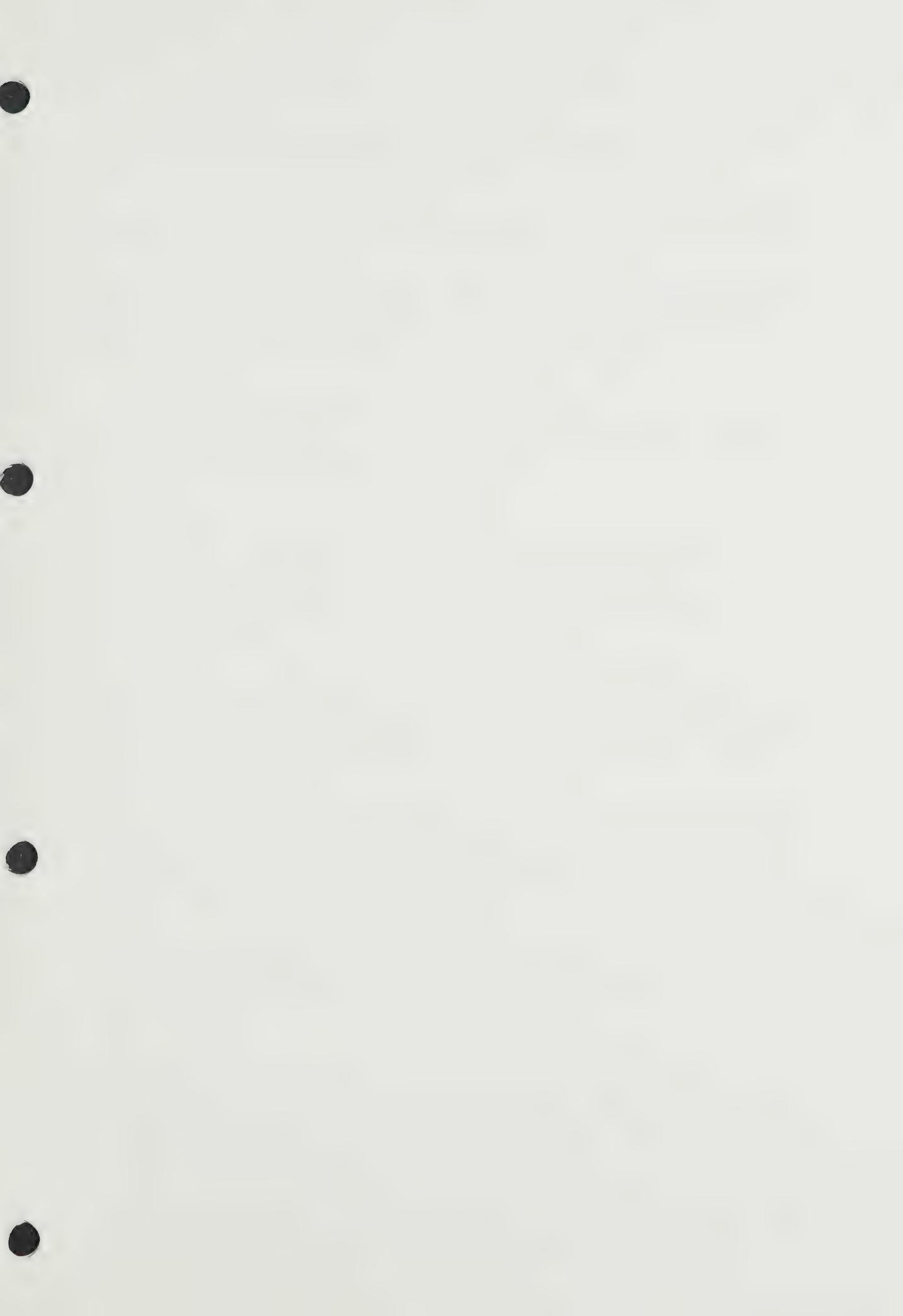
- To assist managers in all divisions/major organizational units of the ministry with the implementation of the French Language Services Act by giving guidance regarding the determination of the additional human and financial resources required.
- To serve as a clearing-house of information regarding the progress of implementation plans, the meeting of targets and the technical difficulties encountered by managers.

Composition of committee

- The ministry French language services coordinator to head the committee.
- One senior representative (director or equivalent) from the area of responsibility of each member of senior management committee.
- In highly decentralized ministries, one senior representative from each region.

Reporting relationship

The committee will report through the ministry French language service coordinator to the office of the deputy minister the information required for the decision-making process.



DESCRIPTION OF FRENCH LANGUAGE CAPABILITY LEVELS OF DESIGNATED POSITIONS

The purpose of this document is to assist ministries and agencies in establishing the language requirements of designated positions.

The types of skills (verbal and written) and the level of ability are likely to vary from position to position. For instance, the degree of interaction with the public would influence the decision to peg the capability of a position at this or that level. It must be clearly understood that the type of language skills and the level of ability to be assigned to each position must be such as to ensure that all the duties of the position are efficiently performed in French.

Types of skills and ability levels:

The linguistic profile presented here contains two types of skills namely verbal and written skills. For each of these two types of skills four levels of ability have been established: A-elementary; B-intermediate; C-advanced; D-superior.

Verbal skills:

Elementary level: — At this level one has no real autonomy of expression. The ability to speak is limited to some memorized material on familiar topics related to work. One is able to verbalize isolated words, expressions of two or three words, and express simple, unconnected sentences. The range of vocabulary is limited and the delivery is slow and awkward. One can handle greetings, leave-taking, and other expression of courtesy. The limited vocabulary, the frequent errors, and the slow delivery severely inhibit communication.

Intermediate level: — At this level one possesses some ability to work in French. One shows some spontaneity in language production but the fluency is very uneven resulting in halting speech. One is able to participate in simple conversations on a one-to-one basis. The vocabulary is limited to that used in simple, non-technical, daily conversational usage. One can make and answer requests for information or directions, give simple instructions and discuss simple needs. When addressing this person the speaker may have to slow down and repeat if he/she wishes to be understood.

Advanced level: — At this level one has the ability to participate in conversations and satisfy many work requirements. One can discuss work related and other government related matters with some ease and facility, expressing opinions and offering views. One is able to take part in a variety of verbal exchanges and to participate in meetings and discussion groups. However, one still needs help with handling complications and difficulties. One is generally good in either grammar or vocabulary but not in both.

Superior level: — At this level one has the ability to speak the language with sufficient structural accuracy and vocabulary to participate effectively in most formal and informal conversations on practical, social and professional topics. One is able to give verbal presentations in both formal and informal settings. One masters some idioms and specific vocabulary relevant to a variety of contexts.

Written skills:

Elementary level: — At this level one is able to write a few words, maybe sentences on topics related to work, maybe with the help of a dictionary. One can fill in forms, give general information such as time and location of meetings and notices of cancellation using a standard format. Vocabulary is limited to daily use with no mastery of idiomatic expressions. One has no practical communicative writing skills. One cannot produce French text.

Intermediate level: — At this level one is able to write words, and simple sentences. One can make and answer simple requests for information. The vocabulary is limited to that of daily general use. One often experience problems with grammar and spelling. One is able to meet some practical elementary writing needs but cannot produce acceptable French text.

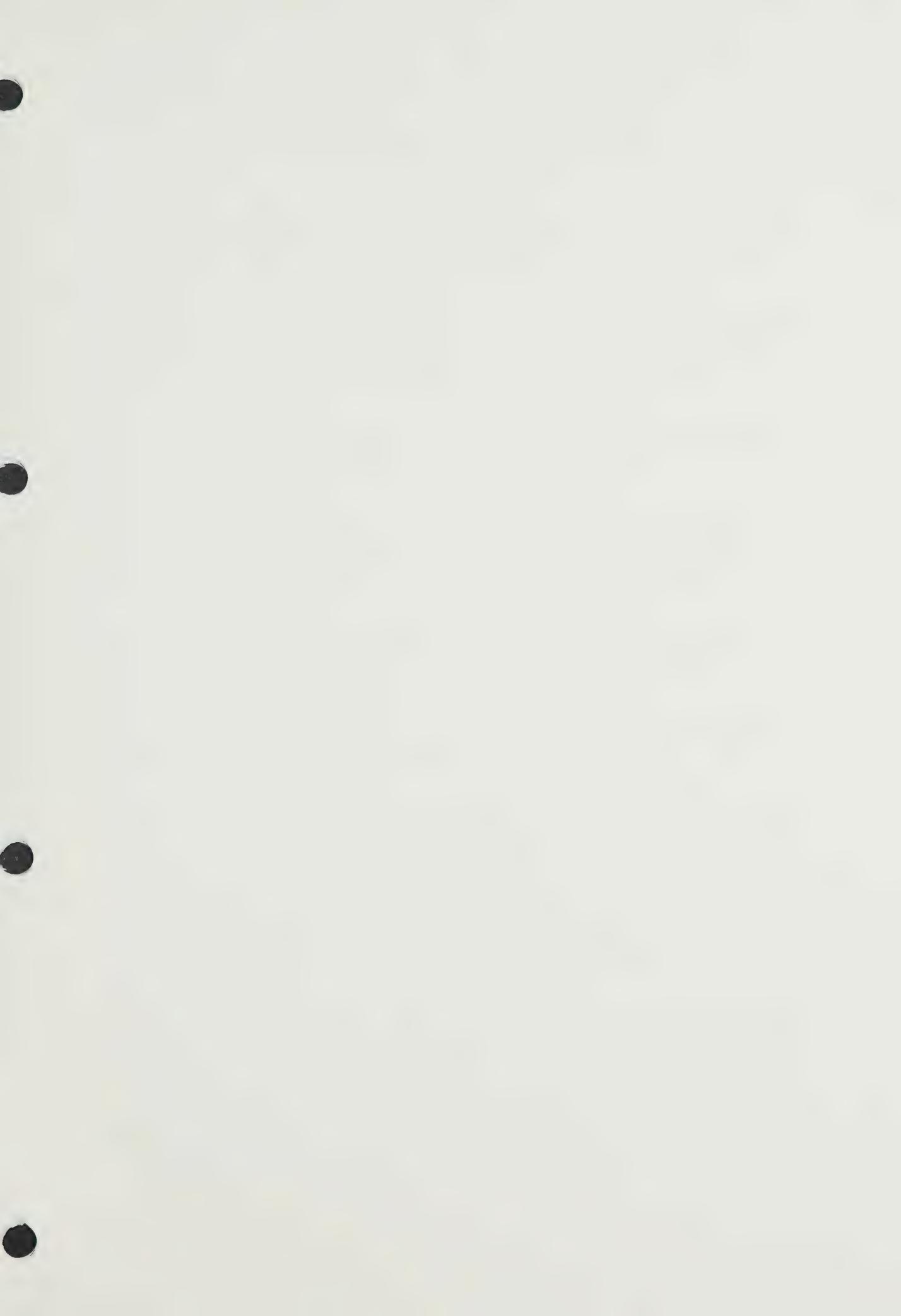
Advanced level: — At this level one is able to use a variety of sentence types to express general ideas and opinions on non-specialized topics. One can write simple letters and reports required of the position. Although still hesitant, one experiences few problems with either grammar or spelling. However, the writing may resemble literal translations. Nevertheless, a sense of organization is emerging and one is beginning to sense what is stylistically and grammatically correct in French.

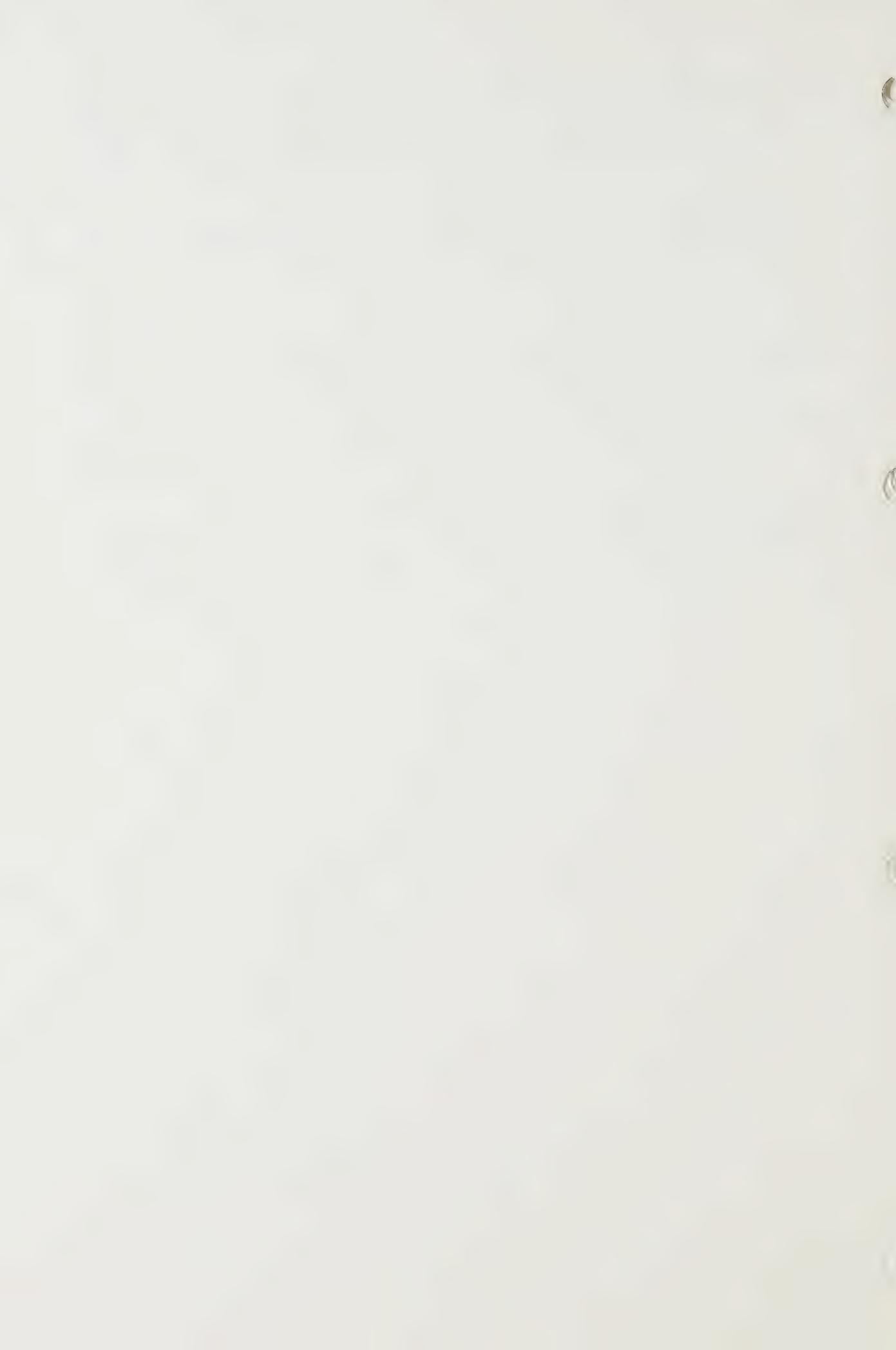
Superior level: — At this level one is able to express oneself effectively in most formal and informal writing on practical, social and professional topics. One is able to recognize awkwardness in sentence structure and paragraphs. Errors in grammar and spelling are minor and infrequent.

In Practical Terms . . .

The lower two levels of skills, namely elementary and intermediate, are considered non-functional in terms of the French language requirements for designated positions. In other words, the employee who possesses only these skills cannot perform the duties of the position requiring a French language capability. The next two levels, namely advanced and superior, are functional. the employees who possess skills at these levels are able to meet most of the requirements of positions requiring a French language capability. It is not to be assumed that the ability level of an employee in one type of skill is a reliable indicator of his ability in the other type of skill.

In the case of positions wherein the incumbent, either as originator (manager, professional, etc.) or as support staff (typist, word processors, etc.) has the responsibility to finalize the production of French text (correspondence, reports, etc.) the superior level is the only function level acceptable. The rationale for this requirement is clear: the production of French text in stylistically and grammatically correct French is essential.





AN EXAMPLE OF HUMAN RESOURCES PLANNING AND DESIGNATION OF POSITION

For this example, we will take the Municipal Affairs Office in Ottawa. It has two distinct units. Each unit has a manager reporting to a different director in Toronto. Each manager has four officers and one clerk — receptionist or clerk — typist. Ottawa is in a designated area. If it were not but served designated areas the procedure would be the same, as follows:

1. The manager identifies which of the staff are in contact with the public (persons or corporate entities), in this case citizens, associations or municipal administrators. He/she identifies those positions. Let us say, in this case, that all four officers and the receptionist are at various times in contact with the public and that the officers are also called upon to write letters to clients. No publications are prepared by the unit for general distribution.
2. The manager then estimates how many among his/her staff would be required to respond to the needs of francophone population of the region. Let us say two of the five staff would suffice. Because there is verbal, written and personal contact with clients, then one of the two must be an officer and the other the clerk-receptionist.
3. Once this estimate has been made, the manager consults the ministry French language services coordinator to ascertain that the estimate will meet the requirements of the Act and to discuss the level of language proficiency required for each of the two staff. When the levels are determined, then the manager has in hand both his/her operational unit capability requirement and the base for his/her human resources plan for French language services.
4. The manager then proceeds to determine whether or not the clerk-receptionist and one of the officers possess the linguistic capabilities required for service delivery. He/she enquires as to how the staff would rate their linguistic abilities based on the descriptions given in Appendix "D" of this procedure. Persons known not to have any knowledge of the French language need not be asked to do this self-evaluation.

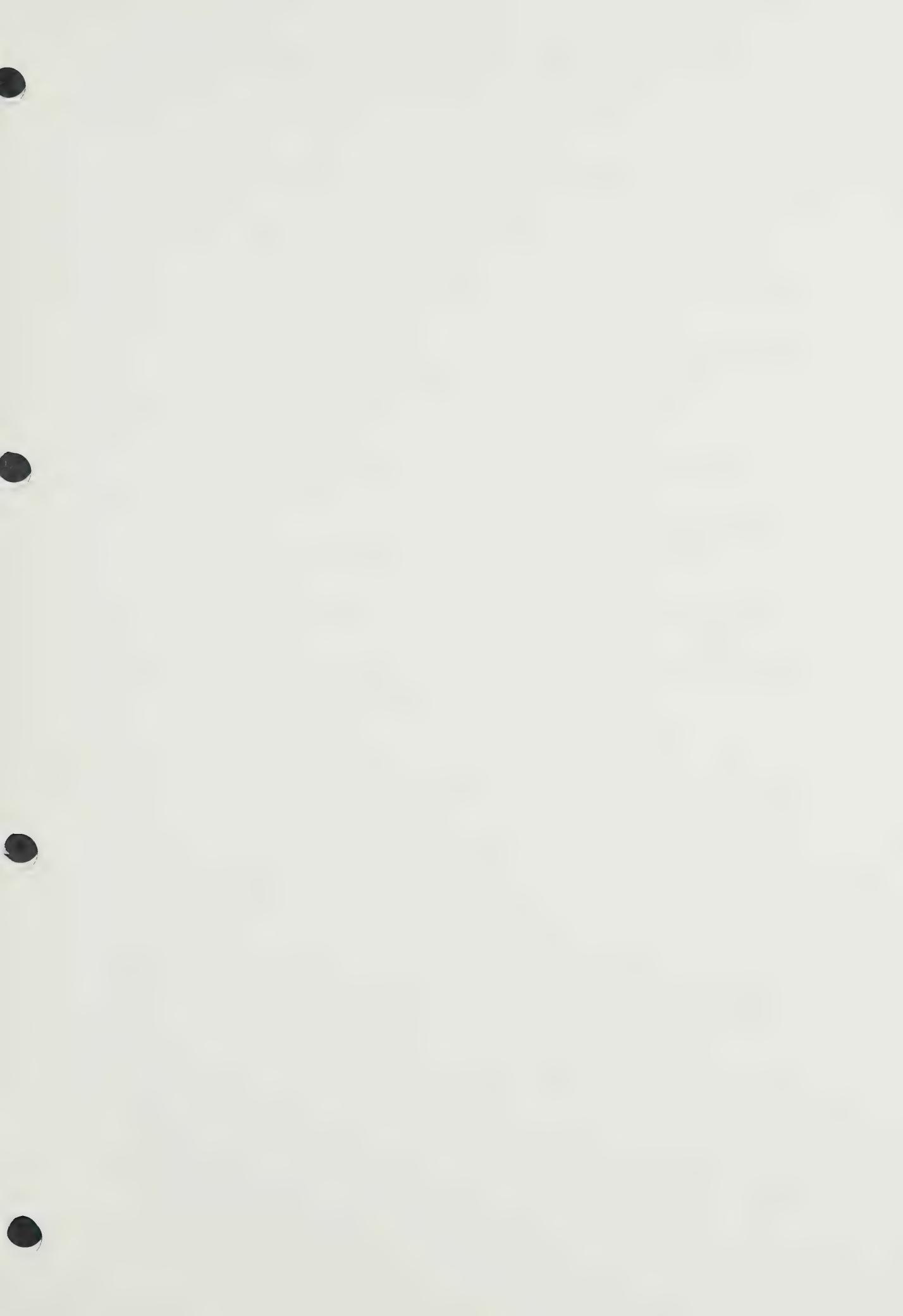
If the clerk-receptionist and one officer indicate a proficiency level at or near the level required, arrangements are made with the Linguistic Evaluation Centre of the Human Resources Secretariat for their skills to be evaluated.

5. Let us assume the clerk-receptionist-typist meets both the verbal and written proficiency levels required for the job. His/her position is designated and the Personnel Branch is informed of that fact. The job description is amended to indicate the new linguistic requirements of the position and to show the proficiency levels required in both verbal and written French.
6. As for the officer, evaluation showed that his/her verbal proficiency matched the requirement of the position but the written skill was one or two levels below requirement. The manager then puts the officer's name on a priority list for upgrading of writing skills so that the officer will be able to meet the required level of proficiency by the time the guarantee comes into force (November 19, 1989).
7. If no officer had had the required language skills or was found to be only slightly short of them, the manager would have to make temporary arrangements. For example, he/she could hire a trainee on contract who could eventually become an officer when a position became vacant; or he/she could make arrangements with the other unit so that one of their officers would help out when the need arose; or again both units could share a contract person; or the Ministry could set up a service in Toronto linked to all its "stranded" offices by telephone and telecopier and offer the service in that manner. This would meet service requirements until a person able to perform the duties of the position in both English and French could be hired. At that time, the position would finally become designated.

In cities where several ministries have offices in the same building, reception and counter staff could be pooled or shared in some way. Arrangements could even be made for officers of different ministries to back up for one another, or for a few ministries to share the services of one or two new classified officers. Arrangements could also be made regarding bilingual word-processing and other equipment.

The important things to remember are:

- the service must be available at all times;
- the cost must be kept down;
- language training is only one of many means available to ensure service delivery. Because it is a long process (see Linguistic Training section) it is in many cases more of a back-up or long range measure than an answer to meeting the November 1989 deadline.



FRENCH LANGUAGE SERVICES ACT COMPLAINTS PROCEDURE

1. Introduction

- The French Language Services Act guarantees to all persons and corporate entities the right to communicate with and receive services from the government in French in designated areas.
- This statutory right provides a corresponding recourse to the courts if an individual or entity believes that the right is being denied by the government.
- The government seeks to avoid litigation, and therefore places great importance on the resolution of complaints about French language services so that legal proceedings are not initiated under the Act.
- The Act divides responsibility for the handling of complaints between the Minister responsible for Francophone Affairs and the deputy minister in each ministry. It also formalizes the French language services coordinator's position:
 - section 12(2) (d) gives the Minister Responsible the duty to "investigate and respond to public complaints respecting the provision of French language services."
 - section 14(4) states that "each deputy minister is accountable to the Executive Council for the implementation of this Act and the quality of the French language services in the ministry."
 - section 14(1) states that "a French language services coordinator shall be appointed for each ministry," and section 14(3) states that "each French language services coordinator may communicate directly with his or her deputy minister."

The document, "French Language Services Act: Implementation Procedure," suggests the creation of a French Language Services Committee in each ministry and outlines its duties.

Responsibility for resolving complaints and avoiding litigious situations should therefore lie with the above-mentioned bodies: the Minister responsible for Francophone Affairs and his Office of Francophone Affairs, each Deputy Minister, and each ministry's French Language Services Coordinator and French Language Services Committee.

2. Definition of Public Complaint

In keeping with the government's policy of open access for the public, a broad rather than narrow definition of a complaint will be used:

- a breach of the Act
- a lack of guaranteed services
- inadequately delivered services
- a request for services.

3. Routing of Complaints

The public will be advised in an information campaign to direct complaints to the Minister responsible for Francophone Affairs, but such a procedure will not be followed by members of the public in all cases. The following, therefore, outlines procedures which will ensure an adequate response to all complaints and contribute to the fulfillment of specific mandates in the Act.

- a) **Complaints addressed directly to Minister responsible for Francophone Affairs or Office of Francophone Affairs**
 - Minister or Office sends immediate acknowledgement to complainant and states that enquiries are being undertaken.
 - Minister/Office transmits a copy of complaint to deputy minister of ministry concerned, with additional copy to French language services coordinator. Minister/Office requests a report on the subject-matter of the complaint and a draft response to the complainant within reasonable time limit.

- Deputy minister complies with request according to established procedures (see section b).
- Upon receipt of report and draft response, Minister/Office can request further information from ministry concerned.
- Minister/Office replies to complainant with copy to minister, deputy minister, and French language services coordinator concerned.

b) Complaints addressed directly to ministries

- In accordance with the mandate in the French Language Services Act, the deputy minister should receive all complaints regarding French language services, whether they have been sent to the minister, French language services coordinator, program section, or regional office.
- Each deputy minister should designate staff to fulfill his responsibilities concerning French language services complaints. In large ministries, a sub-committee of the larger French language services committee could fill this role, while in smaller ministries the French language services coordinator or other staff members could serve adequately.
- The deputy minister should refer all complaints to designated staff, which then refers them to the appropriate program section for action.
- The designated staff should evaluate the adequacy of the response provided by the program section before transmitting it to the deputy minister. The deputy should sign all ministry correspondence to complainants which is not signed by the minister.
- A copy of the complaint and the ministry's response should be sent to the Minister responsible for Francophone Affairs.

c) Complaints addressed directly to agencies, boards, commissions and institutions designated by Cabinet

- Each deputy minister should inform agencies, boards, commissions and designated institutions which come under his ministry's jurisdiction that copies of all complaints and responses to them should be forwarded to himself.
- The deputy minister should refer such complaints and responses to his designated staff, which will evaluate the response provided and inform the deputy minister of their conclusions.

d) Complaints addressed to the Commission on French Language Services

- Since the Commission has no power to investigate or respond to public complaints, it will refer any it does receive to the Minister responsible for Francophone Affairs who will then follow the procedures outlined in section a) above.

e) Complaints transmitted by the Office of the Commissioner of Official Languages

- Complaints from the public addressed to the federal Commissioner of Official Languages dealing with Ontario Government services will be transmitted to the Minister responsible for Francophone Affairs, who will then follow the procedures outlined in section a) above.

f) Dissatisfied complainants, appeals, etc.

- It is to be expected that some members of the public in some cases will not be satisfied by a ministry's response to a complaint. In such cases, the complainant may appeal to the Premier or Minister responsible for Francophone Affairs. The Minister will assume responsibility in such cases and make further enquiries following the procedures outlined in section a) above.

OTHER MATTERS

a) Anonymity of complainants

- It is the experience of those who deal with public complaints that an effective investigation of facts and satisfactory resolution of problems are made more difficult when the anonymity of individuals must be maintained.
- The French Language Services Act gives individuals a statutory right to services and gives recourse to the courts when that right is perceived to be denied. Individuals who lodge complaints are offered the protection of the Act, thus reducing the need for anonymity.

- Therefore, anonymity should be guaranteed to a complainant only when it has been explicitly requested.

b) Verbal complaints

- Complaints transmitted verbally are extremely difficult to deal with. Members of the public should be encouraged to submit all complaints in writing to the Minister responsible for Francophone Affairs or the deputy minister concerned.

c) Public information

- The public will be informed of the complaints procedure as part of the information package provided when the French Language Services Act is proclaimed.

